

2011 Chain Restaurant Executive Compensation Study[®]

Advisory Board

Alain Ané
VP Human Resources
Fox Restaurant Concepts



Alain Ané has over 20 years of human resources experience. He has an extensive background in building innovative human resource models and promoting successful brand development for a wide variety of thriving companies in the hotel, real estate and restaurant industries. Alain Ané is VP Human Resources at Fox Restaurant Concepts, an Arizona-based restaurant group where he has built an innovative human resources function that embraces a culture of excellence.

Ané helped in building the nationally recognized ZipRealty, a cutting edge real estate brand. He established the human resources strategy, recruitment process, customized training and provided beneficial business counsel. Prior to this, Ané was VP Human Resources for Starwood Hotels and Resorts. In that capacity, Ané provided direction for the human resources function in North America, and developed system-wide programs for the division.

Ané has spent several years in hotel operations and human resources with Nikko Hotels International, Disneyland Paris, and InterContinental Hotels Group. Throughout his career, Ané has continually established a positive workforce and improved employee retention and productivity. Ané received a Masters of Arts degree in Applied Psychology from the Catholic University of America in Washington D.C., and his Bachelors of Arts degree from George Washington University.

Chuck Davis
VP Human Resources
Cameron Mitchell Restaurants



Chuck Davis joined Cameron Mitchell Restaurants in 2002 and serves as their VP Human Resources. He helps ensure best practices and policies are in place to support the company's main goal of "putting associates first" and to attract and retain great associates.

Chuck also acts as a cultural filter for the company by ensuring all employment-related subjects are handled in consideration of the strong company culture thriving at Cameron Mitchell Restaurants. At the same time, he dedicates himself to protecting the "back door" of the company by maintaining a deep understanding of labor laws and issues and training managers so they are well-prepared to follow the laws within the context of the company culture.

(contd.)

Chuck Davis

Cameron Mitchell Restaurants

A native of San Jose, California, Chuck graduated from the University of Santa Clara with a business degree. He served as an officer in the U.S. Army; worked for the Marriott Corporation, in both their theme park and hotel divisions; and worked for Interstate Hotels for 19 years in positions including Senior Director of Recruitment and Succession Planning and Regional Director of Human Resources. While with Interstate Hotels, Chuck earned his Master's degree in Labor Relations from Indiana University of Pennsylvania and earned the designation of Professional in Human Resources from the Society of Human Resources Management.

Richard Floersch

EVP and Chief HR Officer

McDonald's Corporation



Floersch joined McDonald's from Kraft Foods International in 2003, where he had served as SVP Human Resources since 1998. In this role, Floersch was responsible for all HR aspects of this Fortune 100 organization, which employs 50,000 personnel in 66 countries. Prior to this post, he was VP of Corporate Compensation at Philip Morris and Kraft Foods North America as VP Compensation.

Floersch is a member of the Board of Directors for the HR Policy Association, a public policy advocacy organization representing the chief human resource officers from more than 270 leading employers across the U.S. and sits on the Personnel Roundtable. In 2008, he became the fifth recipient of the Hunt-Scanlon Advisors' HR Leadership Award and was also named by *Human Resource Executive* to its Honor Roll. In 2009, Floersch was inducted into the National Academy of Human Resources (NAHR).

Floersch earned his bachelor's and master's degrees in Business Administration from the State of University of New York at Buffalo.

Denise Flournoy

Director Human Resources & Compensation

Ruby Tuesday



Denise Flournoy is responsible for strategic talent acquisition, retention, employee relations, performance management, general compensation, and executive compensation at Ruby Tuesday, Inc. She has been with Ruby Tuesday since 1998.

Denise has previously held a government role with Lockheed Martin Energy Systems where areas of responsibility included diversity and inclusion, staffing, labor relations, and compensation. She has a BS in Human Resource Management and a MBA from Capella University and also holds SPHR and CCP certifications.

Matt Henson
VP Human Resources and Training
OSI Restaurant Partners



Matt Henson is the VP Human Resources for OSI Restaurant Partners (parent company of Outback Steakhouse, Carrabba's Italian Grill, Bonefish Grill, Fleming's Prime Steakhouse & Wine Bar and Roy's Hawaiian Fusion Cuisine).

Matt was formerly the Sr. Director of Corporate Human Resources and Talent Acquisition at Dell, Inc. in Texas. He was also the SVP Human Resources for NRT and Divisional VP Human Resources for Kmart in Troy, Michigan. Prior to that, Matt was the Vice President of Field Human Resources for AutoZone in Memphis, Tennessee.

Matt holds a Bachelor in Business Management from Norfolk State University in Virginia. Matt and his family currently reside in Tampa, Florida.

David Mansbach
Partner North American
HVS Executive Search



David Mansbach is Partner, North America for HVS Executive Search specializing in retained executive search and compensation consulting for the hotel, restaurant and gaming industries.

He is also an investor in GrowthPoint Partners, an investment firm specializing in early stage restaurant companies including Chop't Creative Salad.

David is a frequent lecturer on issues relating to executive selection, pay for-performance and corporate governance and has written several articles for publications such as Hotel Business, Hotels Magazine, Chain Leader Magazine, Restaurant Finance Monitor and Chain Store Age Magazine.

Rodney Morris
SPHR, Chief People Officer
Romano's Macaroni Grill



Rodney Morris is a visionary executive leader with extensive expertise in all facets of human resources for high-growth corporations. With over 20 years of experience recruiting, motivating and leading highly effective teams in the hospitality industry, Morris was named Chief People Officer at Romano's Macaroni Grill in July 2010. Prior to joining Macaroni Grill, Morris was the Chief People Officer, Fry Cook & Cashier for Raising Cane's Chicken Fingers® based in Dallas, TX. In his role, Morris managed recruitment, employee relations, compensation, benefits, risk management, training and the Cane's Love Crewmember Respect, Recognition and Reward Program for the 88 restaurant emerging brand. His leadership resulted in a reduction in management and hourly turnover while realizing an increase in customer and crewmember satisfaction.

Morris previously served as SVP Human Resources for Fired Up, Inc., operating as Carino's Italian restaurants. In that role, he was responsible for strategic oversight of human resources, recruiting and performance development functions for the company that was recognized by Nation's Restaurant News and the National Restaurant Association Educational Foundation as the 2008 SPIRIT Award winner in the Full Service category. Prior to joining Fired Up, Inc., Morris served as VP Human Resources – Emerging Concepts at Dallas-based Brinker International, Inc. His extensive career has also included senior human resources positions at Pasta Pomodoro, Inc., World Wrapps, Inc., Einstein/Noah Bagel Corp. and Wyatt Cafeteria's, Inc. During his tenure at Pasta Pomodoro, Inc. the Company was recognized by The People Report™ as a Catalyst Award recipient based on the success of its people initiatives.

Morris recently completed his tenure as chairperson of the Certification Governing Board for the Educational Foundation of the National Restaurant Association (NRA), responsible for the oversight of all certification programs offered by the NRA. He is a member of the Board of Directors for both the National Diversity Council and The People Report™ and past President of the Council of Hotel and Restaurant Trainers (CHART). In 2008, Morris was recognized by the Texas Diversity Council with a DiversityFIRST™ Award for his support of diversity and inclusion in the workplace. Rodney is also a recipient of the 2003 Elliot "Motivator of the Year" Award, CHART's Year 2000 "Commitment to CHART" award, and was a 1999 recipient of an "Honorary Doctorate of Foodservice" Award by the North America Foodservice Equipment Manufacturer's Association.

A frequent speaker, Morris has presented at several CHART conferences, the Multi-Cultural Foodservice Hospitality Alliance (MFHA) conference, the California and Texas State Diversity conferences, the National Restaurant Show, and The People Report's™ Best Practices conferences.

Sugi Randall
VP Human Resources
Morton's



Sugi Randall has 15 years of Human Resources and Operations experience with an extensive background in creating and implementing successful recruitment, training, and retention programs at the executive level for a number of retail, hospitality, and restaurant companies.

Sugi recently became the VP Human Resources & People Development at Morton's of Chicago, a Chicago-based international restaurant group known for providing high quality service and hospitality for their guests, communities, and employees and now operating over 77 restaurants across the globe. Before joining the Morton's team, Sugi consulted with Destination Hotels and Resorts in Food & Beverage as well as Human Resources leadership and strategy. She was also the Senior Vice President of Human Resources, Training, and Organizational Development for Rock Bottom Restaurants where her team developed and implemented the company's first Talent Management, Development, and Retention program as well as redefining the cost/benefit structure of the people strategy function within and for the organization.

Sugi has received an MBA from the University of Colorado and her Bachelor of Science degree in Psychology and Social Work from Colorado State University. She happily resides between Chicago and Colorado with her husband, family, and friends.

Matt Riley
Director of Human Resources
Bruegger's Enterprises



Matt Riley is the Director of Human Resources for Bruegger's Enterprises, Inc. based out of Burlington, VT. Bruegger's and its GUEST-focused team are dedicated to serving delicious, healthy food that brings guests back again and again in 304 bakery-cafes in 26 states, the District of Columbia and Canada.

Riley started with Bruegger's in March of 2001 as the HR Manager, the first Human Resources professional in the company's then 18-year history. In 2003, Riley was promoted to the position of Director of Human Resources overseeing HR training, recruiting, benefits and insurance, workers' compensation, workforce planning and development, employee relations, HR risk management and HR-related litigation.

In 2007, on behalf of Bruegger's, Riley proudly accepted the Nation's Restaurant News' Spirit Award. Prior to joining Bruegger's, Mr. Riley worked in Human Resources for The Financial Times and Deutsche Bank.

Mike Speck
VP Human Resources
Qdoba



Mike has over 20 years experience in human resources, training and operations in casual dining and QSR in both corporate and franchise national high growth companies.

Prior to joining Qdoba® in May 2004 Mike held positions as the Chief People Officer with a startup franchise for Cici's Pizza in Denver, CO, VP Human Resources for Red Robin Gourmet Burgers Inc in Greenwood Village, CO and VP Human Resources/Training for Mayfair Partners, L.P, an important franchisee of Boston Market and Einstein Bros Bagels located in the Washington DC metro area.

Mike's experience in successful growth ventures comes from his time supporting operations at Mayfair Partners, L.P. where the franchise grew to over 120 locations in under 4 years and at Red Robin where the company grew from 3,000 hourly team members to over 10,000 during his tenure. Mike has also been involved with Applebee's, CEC Entertainment and Steak and Ale where he held Human Resources, Training, Single and Multi-Unit Operations accountabilities. Mike has also been a past chairperson for the National Restaurant Association HR Executive group.